

SQUADRON DUTIES
of an
ARMY AIR FORCES
OFFICER



HEADQUARTERS
ARMY AIR FORCES WEST COAST TRAINING CENTER
31 MAY 1943

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PREFACE

◆ 1. It may seem that the duties of Squadron Officers are standardized. This is far from being true. Instead, each officer must constantly be on the alert for methods of improvement. In other words, he should use his initiative and resourcefulness to increase the efficiency of his section. In the following pages there are listed and described the various SPECIFIC duties of Squadron Officers. No attempt has been made to enlarge on any one position; merely the things that must be accomplished are mentioned. Therefore, some few of the aspects which affect EVERY squadron job will be discussed here.

◆ 2. To be successful, the officer who is new in his job must lose no opportunity to work with his men. This is true especially if the department is technical in nature, because it not only will increase the morale in the section, but will help the officer in charge to better understand the problems of his men and increase his technical knowledge. The officer in charge must UNDERSTAND the technical details of his section as well as or better than the men working under him. It is not necessary that he be as dexterous in manual operations as his trained men, but he must have an appreciation of their status and their work, especially where that work has a relation to the other work and activities within the squadron.

◆ 3. Each officer must, when he is assigned to a new job, begin without delay to study the individuals working for him. It is of primary importance to find out:

- a. The capable men.
- b. Those who are willing to work but are lacking in knowledge.
- c. Those who are indifferent.
- d. Those who are completely undesirable.

As soon as possible, the officer in charge will have the character and ability of each man catalogued so that each of his men will be used to the best advantage; list the men who desire schooling; those who deserve promotion and those who do not; be ready at any time to recommend a man for schooling or for promotion, and be sure the right man is recommended. No one attribute gives a complete picture of a man's desirability or rating. Skill may be somewhat nullified by inability to learn new methods. Often the "gadgeteer" who loves to putter around the shop after hours, resents equally long hours of routine inspections or assembly work. "What's best for the squadron" is a good criterion.

◆ 4. While every effort has been made to bring this pamphlet up to date, 31 May 1943, due to the nature of the present war, frequent changes must necessarily be anticipated, and all concerned are cautioned to regard mention of specific form or regulation numbers as indicating those in force only up to the time of printing. This pamphlet therefore is to be consulted as a general

guide, and reminder, and reference must be made to current directives, such as Army Regulations, War Department Circulars, Bulletins, General Orders, Technical Orders and AAF Regulations. Much of the matter is applicable to garrison duty and some of it will be inapplicable when the squadron goes into the field or to combat. But something else usually takes the place of each responsibility or duty listed herein which is rendered inapplicable by the new activities of the squadron. Consequently it should not be difficult for the squadron staff officer to make necessary changes in the check list of his duties.

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Duties of the Squadron Commander

◆ 1. THE SPECIFIC DUTIES OF THE SQUADRON COMMANDER ARE: (AR 245-5.)

a. He is responsible for the tactical, administrative and supply efficiency of the squadron, that as a result of training, both by practical experience and theoretical instruction, all personnel of his squadron are capable of performing such missions as may be assigned in a satisfactory manner.

b. He is responsible for the training of all the personnel, both commissioned and enlisted, assigned or attached to his organization for duty; he is responsible that such schools as may be necessary are conducted to properly train the personnel. He is responsible that all officers are rotated within the squadron so that they may become familiar with all of the duties which may be required of them.

c. He is responsible for the preparedness for war service of his organization; that it is properly equipped and ready to move out on a moment's notice; that as a result of proper training the personnel are prepared to perform the duties required of them and that it be an efficient weapon for the defeat of the armed forces of the enemy.

d. He is responsible for the administration of his squadron; for the discipline therein; for the proper performance of their duties by all of his subordinates, both commissioned and enlisted; for the barracks and mess and adjacent areas; for the clothing of the enlisted personnel; for the health of the command; for the proper preparation and disposition of all correspondence and reports; and for all matters of an administrative nature.

e. He is responsible for all public property assigned or issued for the use of the squadron or the personnel thereof; for the proper use thereof; and he is personally financially responsible for all such property as may be in use in his organization.

f. He is responsible that all new officers within the squadron are acquainted with the social and military customs of the post; that the proper calls have been made; and that the new officer is prepared to take up his tactical and administrative training and uphold, as he should, his place among the other officers of the command.

g. He is responsible for the preparation of efficiency reports which show a proper classification and evaluation of his officers, which adequately show the scope and character of the officers' services and which indicate their demonstrated suitability or unsuitability for any special type of work. These efficiency reports should fairly and impartially constitute the basis for the official evaluation of services performed for the period concerned by his Chief of Arm or Service.

◆ 2. STAFF RELATIONS:

a. Each Squadron Commander has a staff to assist him in the proper command functions with which he is charged. The staff should be organized by him to the best advantage, considering his duties as commander of his particular squadron, and considering the personal qualities and professional qualifications of the officers in his squadron available for appointment to his staff.

b. The Squadron Commander should always announce his policies with regard to the functioning of his staff, as definitely as possible, but without unnecessary detail. Particularly should he be careful in leaving no misunderstanding as to the degree of authority which members of the staff exercise over the officers and men who work in their section or whose work they supervise.

Example: How much authority should be given the Squadron Adjutant in conducting the routine inspections of the barracks and mess? How far may the Squadron Communications or the Armament Officer go in requiring men in the Section to repeatedly work long hours beyond recall time?

◆ 3. STAFF ORGANIZATION:

a. In accordance with the experience of commanders, that as their responsibilities increase, they are able to deal adequately with a few subordinates and assistants, the Squadron Commander may find it desirable to regroup his staff into a "General Staff Group" with certain "Special Staff" officers under the supervision of some member of the "General Staff Group". Examination of the Table of Organization (Tentative) of Air Force Squadrons will show the Squadron (Non-technical) Supply and Mess Officer working under the supervision of the Squadron Adjutant, the latter being S-1 and Adjutant combined. The Engineering Officer, Armament Officer, Communications Officer and a Technical Supply Officer are grouped in the Service Section, and work under the supervision of an S-4, the Chief of the Service Section, or Materiel Officer. Where personnel available for staff assignment is limited, such grouping is not always possible. The grouping of the Operations and Intelligence Sections into one section under the supervision of the Operations Officer is another practicable method of so organizing the staff that the Squadron Commander has fewer staff assistants with whom he must deal.

b. Irrespective of what duties, direct or supervisory, the Squadron Commander may delegate, he is solely responsible for the administrative, tactical and mechanical efficiency and proficiency of his organization.

The following are books and other records which should be kept in the Squadron Orderly Room:

- (1) Military Laws of the United States.
- (2) Manual for Courts-Martial.
- (3) A.C.T.S. "Staff Duties".
- (4) Book on Squadron Company Administration.
- (5) Official Army Register and Official List and Directory.
- (6) Index to Army Regulations.
- (7) Complete file of Army Regulations.
- (8) Complete file of Field Manuals pertaining to the Air Corps.
- (9) Squadron Commanders' Police Book.
- (10) Complete sets of other files based on attached distribution.
- (11) A good dictionary.

◆ 4. FLIGHT ORGANIZATION:

a. There are two principal reasons why it is sometimes necessary to organize flights within squadrons. First, a point is soon reached, when a squadron approaches its approved strength and is active in its operations, where the Squadron Commander cannot deal directly with all the combat crews and do so effectively, but must subdivide his squadron and deal with the combat and even some of the service crews through the medium of a number of subordinates, the flight commanders. Second, the squadron may have a detachment therefrom, several combat crews sent out on missions in a body. With a flight organization within the squadron there will always be several such groupments available, groupments whose members have trained together under a single head, the Flight Commander, who is available to lead such detachment should it occur.

b. In the corps observation squadron the flight organization is usually a nominal one, and the Operations Officer shoulders much of the burden which is normally the lot of flight commanders in Air Force squadrons. Therefore, in those squadrons where a strong flight organization is necessary (and such necessity should be determined by the Squadron Commander) the flight commanders will normally be charged with many of the responsibilities listed later herein as those of the Operations Officer, Communications Officer, Engineering Officer, Armament Officer, etc.

c. The Squadron Commander should always be careful to announce the extent of the flight commander's authority. These flights may be classed as small squadrons within the larger squadron, especially with regard to their tactical, technical and training activities.

d. The relations of the squadron staff officers to members of the flights are much the same as those of the group staff to the squadrons. The squadron staff officers inspect activities and conditions within the flights, but always with the knowledge of the proper Flight Commander; and their informal reports and remarks and suggestions should be addressed to the Flight Commander.

Note: In the subsequent paragraphs of this section the duties of the Materiel Officer or Chief of the Service Section are not described. This officer acts as S-4 for the Squadron Commander, and coordinates and supervises the activities of certain members of the technical staff.

Organization and Detachment Commander's Check List

MONTHLY:

- ◆ 1. Have the following reports been prepared and copies placed on file:
 - a. Monthly roster of troops.
 - b. Strength return.
 - c. Ration return.
 - d. Voucher for payment of separate rations.
 - e. Air mechanic report.
 - f. Recommendations for flying pay—1st priority.
 - g. Status of aircraft. (Form 300).
- ◆ 2. Are all bulletins, circulars, general orders, etc., properly filed?
- ◆ 3. Are confidential reports kept in safe or under lock and key?

- ◆ 4. Is the duty roster correctly kept? Are all detailed duties performed strictly according to the roster?
- ◆ 5. Is the sick report kept according to regulations? Are "not in line of duty" entries properly made and initialed? Is the sick report signed by the organization commander in all cases?

QUARTERLY:

- ◆ 1. Have the service records been checked to see that:
 - a. Immunization date entered.
 - b. Sex morality lecture given and dates entered.
 - c. Shoe and gas mask size entered.
 - d. Articles of War read and dates entered.
 - e. Beneficiary shown.
 - f. Clothing settlement entered and initialed.
 - g. Qualifications in use of parachutes.
 - h. Entry made as to submission of WD AGO Forms 23 and 26.
- ◆ 2. Are the individual clothing and equipment records complete as to:
 - a. Are all entries complete as to sizes, signatures, and voucher numbers?
 - b. Are credit entries made in red ink?
 - c. Has full initial allowance been drawn?
 - d. Has individual clothing records been checked against the clothing requisition, QMC Form 51?
- ◆ 3. Correspondence Book and Document File or War Department Correspondence Files.
 - a. Is each item indexed under subject, writer, and persons mentioned?
 - b. Are entries numbered serially?
 - c. Is "number and document" entered when item and action are in document file.
 - d. Are obsolete items eliminated annually and transfers made to "Five Year" or "Permanent" file?
 - e. If War Department Correspondence File is kept:
 - (1) Are proper file numbers used?
 - (2) Is index sheet (QMC Form 494) used to full advantage?
 - (3) Is the system thoroughly understood?
- ◆ 4. Is there a record of company punishment? Are all legal? (See MCM, AW 104.)
- ◆ 5. Is there a policy book in which policies or decisions of the unit commander are recorded?
- ◆ 6. Has a quarterly inspection for unauthorized weapons been made?

SEMI-ANNUALLY:

- ◆ 1. Have inspections of clothing been made as required by paragraph 25, AR 615-40?
- ◆ 2. Have all enlisted personnel received instructions in fire prevention during the past six months?

YEARLY:

- ◆ 1. Are extracts of service records correctly made out and kept on file?
- ◆ 2. Has the number of desertions increased or decreased during the past fiscal year as compared with the preceding year?
- ◆ 3. Have new files been started and old files properly filed away?

GENERAL:

- ◆ 1. Does the Unit Supply Officer check to see that organizations turn in all excess property over and above the required needs plus five per cent of reserve equipment?
- ◆ 2. Does the Unit Supply Officer keep a stock record account of articles of equipment A and B issued to organization?
- ◆ 3. Does the Unit Supply Officer keep an "Account of Property on Memorandum Receipt", QMC Form 75?
- ◆ 4. Does the Unit Supply Officer keep any stock of supplies? If so, by what authority?
- ◆ 5. Does the Unit Supply Officer exercise any real supply functions, other than equipment A and B—for organizations while in garrison?
- ◆ 6. Are Unit Supply personnel trained in the duty of supplying the unit in the field?
- ◆ 7. Is the organization provided with its full garrison and field equipment authorized in Tables of Basic Allowances, and is this equipment kept in serviceable condition for field duty?
- ◆ 8. Are all articles of uniforms, arms, and equipment issued to enlisted men in serviceable condition and properly fitted?
- ◆ 9. Is the matter of measuring feet and proper fitting of the shoes and socks of their men properly attended to?
- ◆ 10. Have responsible officers made a hundred per cent inventory of their property at least once in each six months?
- ◆ 11. Does the organization commander have a record of clothing that should be in the hands of the enlisted men and does he make actual checks therefor?
- ◆ 12. When organization commander was relieved was a complete inventory of property made on the turnover? Were memorandum receipts to cover shortages exchanged?
- ◆ 13. Are the provisions of letter, The Adjutant General's Office, dated January 21, 1936, subject: "Fitting of Uniforms" carried out and does the organization commander supervise, in person, the trying on of all uniforms by the members of his organization?
- ◆ 14. In any case where uniform clothing of the latest adopted type is not found satisfactory or where the need for improvements of general application is recognized are these facts reported, together with appropriate recommendations to the Post Commander?

Duties of the Squadron Adjutant

DAILY:

- ◆ 1. He will visit the Orderly Room each morning, before proceeding to the flying line, to act upon any urgent matters.
- ◆ 2. He is responsible that the Morning Report, Punishment Record, Sick Report, Duty Roster, and Guard Roster are properly prepared. (AR 345-25, 345-400, and 345-415.)
- ◆ 3. He will supervise and check the work of the Orderly Room personnel and of the Day Room and Latrine Orderlies.
- ◆ 4. He is responsible for the Squadron Barracks area, the police and general condition thereof.
- ◆ 5. He will examine all incoming communications, route correspondence to the proper sections of the squadron, and check and initial all correspondence *before* same is placed in the Squadron Commander's "IN" basket.
- ◆ 6. He will investigate all communications relative to derelictions of enlisted personnel of the squadron, such as failure to write home or failure to pay bills, and will reply thereto when necessary.
- ◆ 7. He will investigate reports submitted by the Provost Marshal, Military or Civil Police, pertaining to enlisted men of the squadron.
- ◆ 8. He will interview men not subject to the flight commander's authority who have been derelict in the performance of their duties, and will report the results of his investigation to the Squadron Commander for his action. He will also call to the attention of the Squadron Commander those departments and individuals performing their duties in a superior manner.
- ◆ 9. He is responsible that all communications and regulations sent to and received from other sections of the squadron are properly listed in a book provided for that purpose, and that the person receiving same shall sign therefor.
- ◆ 10. He is responsible for the proper operation of a "Follow Up System" on such correspondence as may require same.
- ◆ 11. He is responsible for the distribution of Army Regulations, War Department Circulars, Orders, and other official publications, to the various sections of the squadron concerned. If sufficient copies are not furnished he will have additional copies made or will make distribution as directed by the Squadron Commander.
- ◆ 12. He is responsible that files of Army Regulations, Training Circulars, Air Corps Circulars, and all other files maintained in the Squadron Headquarters, office are up to date and complete. (Cir. OCAC 0-2, AR 1-5, AR 345-620.)
- ◆ 13. He is responsible that such Squadron Charts as pertain to personnel are up to date and that the information given thereon is correct; i.e., charts, showing specialist ratings, squadron duty and assignments, and roster of men of the organization; also duty rosters of officers and men exclusive of purely tactical and technical duty.

- ◆ 14. He will check the dates of discharge due to expiration of service, or any other reason, of enlisted personnel when rendered by Personnel Section.
- ◆ 15. He is responsible for the proper preparation and timely submission of all records and reports originating in the Squadron Headquarters.
- ◆ 16. He will issue and distribute such squadron orders and other orders as may be required, issuing same for and in the name of the Squadron Commander, except those pertaining to operations of a tactical or technical nature, or training.
- ◆ 17. He will inspect the barracks and barracks area at frequent intervals, but at least once each day except when otherwise prescribed.
- ◆ 18. Within limits prescribed by the Squadron Commander, he will supervise the squadron mess and the non-technical supply.

PERIODIC:

- ◆ 1. At least twice each year, preferably in the first week of January and July of each year, he will read the Articles of War to all enlisted personnel of the organization. (Manual of Courts-Martial.)
- ◆ 2. Upon discharge of enlisted personnel of the squadron, he is responsible that the Notification of Discharge is prepared.
- ◆ 3. On pay day, he will check on personnel designated by Squadron Commander for paying.
- ◆ 4. If the Squadron Adjutant is the custodian of the squadron fund, he will: (AR 210-50.)
 - a. Authorize or make purchases from the fund, under authority of the Squadron Commander.
 - b. Pay all bills chargeable to the fund on or before the tenth of the month.
 - c. Keep all entries in the Council Book up to date.
 - d. Make necessary deposits to the credit of the fund.
 - e. See that for each receipt and expenditure a proper voucher is prepared.
 - f. See that the list of squadron property in the front of the Council Book is kept up to date.
- ◆ 5. He will see that an Athletic Officer is appointed.
- ◆ 6. He will see that necessary spot checks are made of squadron and government property.
- ◆ 7. He will constantly check and endeavor to maintain a proper balance between men available in the squadron and men assigned to departments.

Adjutant Inspections and Check List

DAILY:

- ◆ 1. Has the Adjutant visited the Orderly Room before going to flying line to act on any urgent matters?

- ◆ 2. Have morning report, sick report, and duty roster been properly prepared?
- ◆ 3. Has the Adjutant inspected the barracks and barracks area?
- ◆ 4. Has proper distribution been made of War Department Circulars, Orders, and all official publications?
- ◆ 5. Have appropriate entries been made in service records?

PERIODIC:

- ◆ 1. Have Articles of War been read once each six months and the dates entered in the service records?
- ◆ 2. If the Squadron Commander designates the Adjutant as having the squadron mess and supply under his immediate supervision he will:
 - a. Make periodic inspections of the mess hall and kitchen and satisfy himself:
 - (1) As to the sanitary conditions.
 - (2) That the kitchen help have passed the required physical examination.
 - (3) That the food is palatable, attractively served, and that a proper dietary balance is preserved.
 - (4) That the Mess Officer is personally checking all the mess forms and is efficiently carrying out his duties.
 - b. Make periodic inspections of the supply and see:
 - (1) That supply is kept clean, dry and all articles kept in good order.
 - (2) That proper requisitions have been made.
 - (3) That the Supply Officer is discharging his duties properly.

Duties of the Flight Commander

- ◆ 1. The Flight Commander is directly responsible to the Squadron Commander for the indoctrination, discipline, and training of all officers assigned to his flight, and the care and maintenance of all equipment assigned to the flight.
- ◆ 2. The Flight Commander is responsible for the following items:
 - a. That each pilot within his flight complies with all training requirements as set forth by higher authority and that a progressive plan of training is employed at all times.
 - b. He shall be thoroughly acquainted with each pilot of his flight, knowing the qualifications, limitations and ability as well as any personal problems that may affect the pilot's proficiency.
 - c. He is responsible for the maintenance, inspection and records of all airplanes within his flight up to and including the 25-hour inspections.
 - d. If separated from his squadron he is responsible for housing and messing and all other needs of his officers and men.
 - e. He shall keep a written record of the training (air and ground) of his flight and any charts as called for by higher authority.
 - f. He will study the deficiencies in technique, ability, and training of his pilots and work toward a higher standard of proficiency at all times. He is

responsible for training, both air and ground, except instruction directly handled by higher authority.

g. He will take steps to see that all new pilots reporting to his flight from flying school are acquainted with Post Regulations and Local Flying Regulations, Group, Base and Civil Aeronautics Flying Regulations, and the Pilot's Information File.

Duties of the Squadron Officer of the Day

The Squadron O. D. is the direct representative of the Squadron Commander and will be available at all times during his Tour of Duty, so as to accomplish any special order of the Commanding Officer.

The Specific Duties of the Squadron O. D. are as follows:

- ◆ 1. The Tour of Duty is from 1130 to 1130 the following day, unless otherwise prescribed.
- ◆ 2. Meet work call, both in the morning and afternoon and march the men to work.
- ◆ 3. Inspect squadron barracks and report any discrepancies to the Adjutant. Particular attention will be given to cleanliness of mess and personnel.
- ◆ 4. He will eat one meal a day during his Tour of Duty at the squadron mess and note whether meal is properly served and if it follows the menu.
- ◆ 5. During the winter months he will inspect the sleeping quarters in the barracks and assure himself that there is sufficient ventilation.
- ◆ 6. On working days he will be available during work hours.
- ◆ 7. Any recommendations will be placed with the Squadron Adjutant at the end of his Tour of Duty.

(This function is not, as a rule, carried on in a well established post.)

Duties and Responsibilities of the First Sergeant

- ◆ 1. He causes the reports and rosters listed under the responsibilities of the Adjutant to be prepared.
- ◆ 2. He enters the names of men to go to the hospital on the sick roster.
- ◆ 3. He has charge of all formations unless there is an officer present.
- ◆ 4. He exercises supervision over the work done by the enlisted personnel of the squadron in the maintenance and police of the squadron barracks and the grounds adjacent thereto.
- ◆ 5. He is responsible that the Noncommissioned Officer in Charge of Quarters performs his duties properly.
- ◆ 6. He is responsible that men assigned to extra duty or fatigue perform such duty properly.
- ◆ 7. He is responsible that men detailed for guard are thoroughly instructed in the performance of their duties and are thoroughly conversant with the General Orders for Sentinels.

◆ 8. He will detail men for fatigue in accordance with a roster but will take care that in so doing no section of the squadron will be handicapped in its work due to shortage of personnel. When notified by the Operations Officer or the Adjutant that a certain section of the squadron has an unusually heavy program, he will keep the details from that section at a minimum until such times as normal conditions again exist.

◆ 9. He is responsible that the following reports, originating in the Squadron Headquarters, are properly and timely prepared:

DAILY:

- a. Morning Reports.
- b. Sick Report.
- c. Duty Roster (guard).
- d. Duty Roster (fatigue).

MONTHLY:

- a. Ration return in duplicate. Submitted on 1st.
- b. Items for Air Corps News Letter. Submitted to Post Headquarters on date set by Squadron Commander. (Base Commander.)
- c. Estimate of losses of enlisted men for the following month. Submitted to Post Headquarters.
- d. Notify Finance Officer when men are to be discharged in accordance with local instructions from Personnel Section.
- e. Submit to Post Headquarters recommended list of men for flying status and air mechanics for the following month.

QUARTERLY:

- a. Organization History for the preceding year to be submitted during the first week in January.
- b. Recommendations for eligible list for promotion to Technical and Master Sergeant. (Base Commander.)

◆ 10. He is responsible that the following files are maintained and kept up to date in the Squadron Headquarters:

- a. Document File.
- b. Correspondence File.
- c. Records and Report, retained copies of:
 - (1) Morning Reports.
 - (2) Sick Reports.
 - (3) Clothing Records.
 - (4) Roster of Personnel showing duty assignments.
- d. Regulations and Orders:
 - (1) Army Regulations.
 - (2) Training Circulars.
 - (3) General Orders, War Department.

- (4) Circulars, War Department.
- (5) Bulletins, War Department.
- (6) Circulars, Air Corps.
- (7) AAF Regulations.
- (8) AAF Memoranda.
- (9) General Orders, Service Command.
- (10) Special Orders, Service Command.
- (11) Bulletins, Service Command.
- (12) Memoranda, Service Command.
- (13) General Orders, Post.
- (14) Special Orders, Post.
- (15) Bulletins, Post.
- (16) Memoranda, Post.
- (17) Group Orders.
- (18) Squadron Orders.

Duties of the Unit Personnel Adjutant

PURPOSE:

The purpose of Unit Personnel Sections is to relieve individual squadron commanders of the burden of administrative labor and to provide uniformity of administration of personnel matters.

SPECIAL DUTIES:

◆ 1. RECORDS.

The personnel section performs all clerical duties relating to administrative records of squadron commanders, except the following, which are retained by squadron commanders as basic records:

- a. Squadron Morning Reports.
- b. Daily Sick Reports.
- c. Duty Rosters.
- d. Individual Equipment Record.
- e. War Department Forms pertaining to qualifications in arms. (WD AGO Form 20.)
- f. Squadron Council Book.
- g. Squadron Collection Sheet.
- h. Squadron Orders.
- i. Training Schedules.

◆ 2. CORRESPONDENCE.

Correspondence pertaining to a squadron will be prepared at the Unit Personnel Section, and is signed by the Personnel Officer or Adjutant. Data relative to all squadron administrative work will be obtained by personal conference, telephone, or informal reference slip from the Squadron Commander concerned.

◆ 3. CLERICAL ASSISTANCE.

Post and Squadron Commanders when assigning duties to subordinate officers, such as courts-martial proceedings, reports of surveys, investigations of charges, recording board proceedings, etc., will, when necessary, provide such officers with clerical assistance from the Unit Personnel Section.

◆ 4. ADMINISTRATIVE TRAINING.

Unit Personnel Sections may be used for training in administration by detailing additional officers as assistants to the personnel officers, and additional enlisted men to clerical duties. When enlisted men become qualified in clerical duties, that fact will be recorded on WD AGO Form 20.

The daily duties of the Unit Personnel Adjutant are as follows:

a. He is responsible that the Squadron Morning Reports are delivered to the Report of Change Section each morning for the accomplishment of the Report of Change Cards.

b. He will check his tickler index file each morning and make a note of all reports to be rendered that day.

c. He is responsible for the daily functioning of each section comprising the Unit Personnel Section such as the Correspondence Section, Pay Roll Section, Service Record Section, Report of Change Section and Filing Section.

d. He will contact all First Sergeants of the individual squadrons making up the Unit Personnel Section and note all complaints made, taking immediate steps to correct same.

e. He is responsible that all required entries are made in the service records and that appropriate entries are authenticated by the Squadron Commander's initials.

f. He will thoroughly investigate all requests for discharge by reason of over-age, the authenticity of the offer of employment, necessity for discharge, etc., and make recommendations to the Squadron Commander as to the relative benefits to the soldier and to the Army.

g. Upon discharge, transfer, or detail to Special Service School of enlisted men, he is responsible for the completion and correct preparation of the following records:

- (1) Service Record—WD AGO Form 24.
- (2) Soldier's Qualification Card—WD AGO Form 20.
- (3) Extract of Service Record—WD AGO Form 25.
- (4) Individual Clothing Record—WD AGO Form 32.
- (5) Individual Equipment Record—WD AGO Form 33.
- (6) Final Statement—WD AGO 370—for men when discharged.
- (7) Discharge Certificate—WD AGO Form 55, 56, or 57.
- (8) Individual clothing slip—WD AGO Form 35—for men transferred or detailed to school.
- (9) Waiver of travel pay—for men transferred upon own request to foreign service or another Service Command.
- (10) Certificate of physical fitness—for men transferred to foreign service or detailed to school.
- (11) Certificate of clothing check—for men detailed to school.
- (12) Public relations report—for men detailed to school.

MONTHLY DUTIES:

The monthly duties of the Unit Personnel Adjutant are as follows:

- a. He is responsible for the timely submission of all reports.
- b. He is responsible for the timely preparation of monthly pay rolls and

supplemental pay rolls, when necessary. These rolls will be submitted to the Finance Office at the proper time.

SEMI-ANNUAL DUTIES:

a. He will have the Articles of War read once each six (6) months and the appropriate dates entered in the Service Records.

b. He will have the Sex Morality Lectures given once each six (6) months and the appropriate dates entered in the Service Records.

Duties of the Squadron Mess Officer

- ◆ 1. On taking the mess over, inventory stock on hand as to amount of value.
- ◆ 2. Check menus daily and sign approval to menus, Form 340.
- ◆ 3. Eat one meal at squadron mess daily to see that food is properly cooked, and that hot food is served hot and cold food cold.
- ◆ 4. Every three or four days spot check any items as *represented* on Form 340 the actual amount on hand.
- ◆ 5. Make daily inspection as to cleanliness of the kitchen, utensils, plates, cooks and kitchen police.
- ◆ 6. Check all purchases into the mess to see that amounts called for are correct and that they have been taken up on inventory.
- ◆ 7. See that the seasonal food, like fresh vegetables, melons, etc., are served as much as possible in their seasons.
- ◆ 8. Maintain a close supervising control over all mess expenditures so that the monthly statements show an average gain for the month. This money can be put in the mess fund and used only for food. Usually this saving is used to make shortages incurred on maneuvers, and Thanksgiving and Christmas dinners.
- ◆ 9. Always be familiar with the amount of the ration and the number of men being fed.
- ◆ 10. The Mess Officer authorizes all the purchases made by the Mess Sergeant.
- ◆ 11. On the 10th, 20th, and last day of every month an inventory is made by the Mess Officer on Form 469. In this way a check is kept on the theoretical balance on hand as to the actual balance and the value of the stock on hand.
- ◆ 12. Periodically inspect screens, doors, etc., around the mess hall to see that they are in good condition; if not, contact the Supply Officer to have them repaired.
- ◆ 13. Be familiar with the field equipment allotted and the amount allowed with regard to the number of men messing.
- ◆ 14. Check on the food eaten at each meal to see that there is not an excessive amount left over. Also watch garbage for excessive waste. This will also indicate whether the men like type of meals being served.
- ◆ 15. Check meats and vegetables as to their quality and condition.

- ◆ 16. All things purchased by the mess and sold by the Commissary must be purchased from the Commissary except where emergency purchases are necessary.
- ◆ 17. Be familiar with the amount of rations and space in cubic feet required for a field trip which will include supplies for men and officers for 72 hours.
- ◆ 18. Every three months the Supply Officer draws dishes, cups, and breakable utensils from the Quartermaster. A breakage report should be submitted so that these may be drawn. The man responsible pays for breakage.
- ◆ 19. The Mess Officer will see that mess personnel take the Food Handlers' Examination.
- ◆ 20. He will take steps to prevent pilfering and theft of mess supplies.
- ◆ 21. He will check periodically, about every 90 days, to see that all equipment which is signed for on hand receipts is still accountable.
- ◆ 22. Have the following items been checked:
 - a. Cleanliness of kitchen and personnel.
 - b. Menus.
 - c. Inventory statement.
 - d. Stock on hand.
 - e. 72 hours equipment.
 - f. Mess equipment.
 - g. China breakage.
 - h. For theft and pilferage.
 - i. Form 469.
 - j. Condition of screens in kitchen and mess hall.
 - k. Cleanliness of china and cutlery.

Duties and Responsibilities of the Mess Sergeant

- ◆ 1. He is in direct charge of the mess and of the personnel assigned thereto for duty, and is directly responsible to the Mess Officer for its management. His detailed duties are laid down in Section VII, Training Manual 2100-152, The Army Cook.
- ◆ 2. He will obtain from the First Sergeant daily, the number of men assigned and attached for rations.
- ◆ 3. He will make the proper entries daily on the Daily Mess Account, QMC Form 86. At the end of the month he will check the totals with the Statement of Rations and Savings Account furnished by the Commissary, and will adjust any discrepancies between the two accounts.
- ◆ 4. He will cause all men who are not assigned or attached for rations or who are drawing separate rations to pay in cash or sign chits for all meals eaten by them in the mess.
- ◆ 5. He will allow no enlisted men to bring visitors into the mess hall without the prior approval of the Mess Officer, First Sergeant, or Mess Sergeant. In all such cases, the man bringing the visitor will pay for the meal at the prescribed rate.
- ◆ 6. On the first day of each month, he will submit to the Mess Officer a

list of all boarders for the preceding month. After each man's name will be shown the amount due the squadron for meals taken in the mess.

- ◆ 7. He is responsible that the following files are maintained in the squadron mess:
 - a. Correspondence, miscellaneous.
 - b. Property transaction papers.
 - c. Records and Reports, retained copies.
 - d. Regulations and Orders:
 - (1) Regulations, War Department, pertaining to the mess.
 - (2) Squadron orders pertaining to the mess.

Duties of an S-2

- ◆ 1. ENUMERATION—The following lists the duties commonly charged to a Squadron or Group S-2 Section.
 - a. Combat Intelligence Officer.
 - (1) Keeps information of the enemy up to date.
 - (2) Keeps up the situation map.
 - (3) Keeps up the enemy order of battle.
 - (4) Advises the Commander of possible enemy actions.
 - (5) Informs the Commander of enemy capabilities.
 - (6) Briefs or assists in briefing all pilots and combat crews before going on missions.
 - (7) Interrogates all pilots and combat crews returning from missions.
 - (8) Informs higher headquarters of all information obtained by the squadron.
 - (9) Studies and makes preliminary interpretation of aerial photographs taken by his unit.
 - (10) Insures transmittal of aerial photographs without delay to the appropriate Photo Interpretation Detachment.
 - (11) Coordinates all reconnaissance missions with neighboring units.
 - (12) Keeps a war diary.
 - b. Counter-Intelligence Officer—As such he:
 - (1) Checks to insure that suitable camouflage is prepared and camouflage discipline observed.
 - (2) Checks to insure the dispersal of aircraft.
 - (3) Coordinates passive defense measures.
 - (4) Recommends the location of dummy and decoy airdromes.
 - (5) Recommends the construction of mock airplanes.
 - (6) Invents measures for deceiving the enemy.
 - c. Security Officer—As such he does the following:
 - (1) Is the Confidential and Secret Documents Officer.
 - (2) Tests local defenses.
 - (3) Supervises blackouts and concealing measures.
 - (4) Checks the security of bombsight and other secret equipment.
 - d. Confidential and Secret Officer—As such he:
 - (1) Has charge of all confidential and secret documents.
 - (2) Recommends policies reference classification of information.
 - (3) Recommends the utilization of certain codes in the transmission of messages.

- e. Public Relations Officer—As such he has charge of the following:
 - (1) Press releases and other information given to the public.
 - (2) Pictorial publicity.
 - (3) Reception and entertainment of distinguished visitors.
 - (4) Maintenance of good relations with the civilian population.
- f. Censorship Officer—As such he censors all outgoing mail from the units.

In addition to the above enumerated duties which are normal to an S-2 of a group or a squadron, an S-2 is usually also an assistant S-3 and available for duty in that office during periods of stress or when the S-3 is away. He is frequently also an assistant to the Adjutant or to S-1 (in order to give him the authority to sign certain special communications for the Commander).

◆ 2. RELATIVE IMPORTANCE.—The rather varied list of normal duties usually assigned to an S-2 indicates that one or more of the duties thus assigned must, at times, be neglected while others take precedence over them in times of emergency or in actual combat.

The principal and most important duty of an S-2 is: TO PREVENT HIS COMMANDER FROM BEING SURPRISED.

Duties of the Squadron Operations Officer

◆ 1. Specific duties and responsibilities of the Squadron Operations Officer:

a. He is the direct assistant of the Squadron Commander in the training and in the direction of tactical operations of the squadron. In the corps observation squadron where the flight organization is a nominal one, his position is more that of squadron executive than in the large air force squadrons where the flight commanders assume some of the command burdens of the Squadron Commander.

b. He coordinates the efforts of each department of the squadron in such a manner as to avoid confusion and insure proper completion of assigned missions, except where the flight organization is highly developed.

c. He acts as the tactical advisor to flying personnel of the squadron and supervises tactical instruction within the squadron.

d. He assigns missions to the combat crews or flights and gives or prescribes such instruction as is necessary to insure the satisfactory completion of every mission.

e. He is responsible that the proper liaison is conducted with other arms and services and that effective cooperation is maintained with the other units of the group.

f. He is responsible for the completion of the training schedule as outlined in the Training Directive. In this connection he should maintain proper charts showing the percentage of completion of the training schedule and the total time for each individual as pilot and observer.

g. He will check all newly assigned flying personnel to determine their proficiency and abilities.

h. He will maintain a file containing Operations Instructions covering all available information pertaining to the operation and flying of aircraft of the

type issued to the squadron. This file must be read and initialed by all flying personnel.

i. He will maintain a record as specified in AAF Regulation 62-2 and is responsible for the compliance by all pilots with the provisions of the above circular.

j. He is responsible for the proper training of sufficient enlisted personnel in operations procedure and in the proper preparation of the prescribed reports and records to insure the efficient operation of his section under all possible conditions.

k. He will maintain close contact with the Group Operations Officer and should confer with him frequently, regarding the future missions to be assigned to the squadron in order that he may be assured that his personnel are properly prepared for the performance of such missions.

l. At a pre-determined time, but preferably not later than the middle of the week, he will notify each section of the squadron of the anticipated operations for the following week, if possible.

m. He will insure that Air Corps Form 5 is properly prepared for all personnel of the squadron, both commissioned and enlisted, who are on flying duty (AAF Reg. 15-5).

n. He will issue orders, relative to operations matters, as may be directed by the Squadron Commander.

o. He will notify the Squadron Adjutant, or in his absence, the First Sergeant, when due to stress of operations, it becomes necessary for certain sections to be temporarily relieved of additional duties such as fatigue and guard.

p. He will obtain and maintain an adequate supply of maps for the squadron and keep them up to date.

q. He will make up and maintain the flight schedule and other rosters of officers and men for tactical duty assignment (tow target work, Squadron Air-drome Officer, etc.).

r. He is responsible that the following routine matters are cared for daily:

- (1) He will confer with the Squadron Commander relative to the work and missions for the following day and will then prepare the necessary flight and training schedules.
- (2) He will insure that all missions take off at the time scheduled and that the personnel are properly prepared to perform the mission assigned. He will require a verbal report from the personnel thereon or the appropriate flight commanders after the completion of each mission.
- (3) He will check the daily entries on the Form 1 and Form 1-A.
- (4) He will check the mission symbols on the Forms 1 for the previous day and will see that the Forms 1 are forwarded to the Group Operations Office prior to time set by Post Commander.
- (5) He will prepare and submit to Group Operations a Form 5 or transcript for all personnel flying in aircraft assigned to the squadron who are not themselves assigned thereto for duty.

- (6) He will enter the flying time of flying personnel on such charts as may be pertinent.
- (7) He will confer with the Squadron Engineering Officer regarding the requirements and availability of aircraft for the following day.
- (8) He will check the bulletin board and the general condition of the Operations Office.
- s. He is responsible for the proper preparation and timely submission of the following reports originating in the Operations Section:
 - (1) Prepare, for the Squadron Commander's signature, Flight Certificates for both commissioned and enlisted personnel of the organization who are on flying status. (Not later than the 21st of each month.)
 - (2) Report of full military equipment test when called for. (Rendered immediately after the completion of that test.)
- t. He will conduct such preliminary schools for group or individual study as are necessary properly to prepare and qualify squadron personnel for entrance to service schools.
- u. He will see that replacement personnel is trained and made available to take over vacated duties.
- v. He is responsible that following files are maintained in the Operations Office:
 - (1) Correspondence, miscellaneous.
 - (2) Property transaction papers.
 - (3) Records and reports, retained copies.
 - (4) Maps.
 - (5) Regulations and orders:
 - a. Army Regulations, War Department.
 - b. Training Regulations, War Department.
 - c. Circulars, Air Corps.
 - d. AAF Regulations.
 - e. AAF Memoranda.
 - f. Circulars, Department of Commerce.
 - g. Staff Officer's Field Manuals, War Department.
 - h. Basic Field Manuals, War Department.
 - i. Group Operations Orders.
 - j. Squadron Orders (pertinent ones only).
 - k. Department of Commerce Facilities.

Duties of the Squadron Engineering Officer

- ◆ 1. He is responsible that all aircraft assigned to the squadron are maintained in a serviceable condition and that such repairs as are required are made promptly and in accordance with existing instructions.
- ◆ 2. He will cause flight tests to be made of all new or repaired aircraft or engines assigned to the squadron before releasing them for service.
- ◆ 3. He will make frequent routine flight tests of all aircraft assigned to the squadron in order to insure that same are functioning properly. (See T.O.)

- ◆ 4. He will keep the squadron Operations Officer advised as to the status of all aircraft assigned to the squadron.
- ◆ 5. He will see that all aircraft are ready for flight, as scheduled by operations orders, and that each is properly and fully equipped for the particular flight ordered.
- ◆ 6. He is responsible for the proper functioning of the Engineering Section and for the proper performance of their duties by all personnel assigned thereto.
- ◆ 7. He will assign all personnel detailed to the Engineering Section to the specific duties that they are to perform.
- ◆ 8. He is responsible for the hangars, hangar equipment, and grounds adjacent thereto, and will make frequent inspections to insure that same are kept in proper condition.
- ◆ 9. He is responsible for the technical instruction of personnel assigned to his section and will conduct such classes as may be considered necessary for this purpose.
- ◆ 10. He will keep the enlisted personnel of the section, and the flight commanders if they are responsible for technical activities of the flights, informed as to pertinent circulars and technical orders pertaining to the equipment of the organization and of any changes therein.
- ◆ 11. He is responsible that the bulletin board, hangar files, and Engineering Office files are kept up to date. (AC Circular 5-2.)
- ◆ 12. He is responsible that routine correspondence and reports are accomplished without undue delay.
- ◆ 13. He is responsible that unsatisfactory reports are promptly submitted when necessity therefor exists.
- ◆ 14. He is responsible that Technical Instruction Compliance Records, AAF Form 60-A and 60-B, are kept up-to-date, and that AAF Forms 55 are completed promptly.
- ◆ 15. He will maintain close liaison with the Post Engineering Office with regard to engineering problems of the organization and coordination of instructions and also acts as technical advisor to the Squadron Commander.
- ◆ 16. He will thoroughly familiarize himself with the following publications, insofar as they pertain to the squadron equipment:
 - a. Air Corps Circulars, Series 15.
 - b. Technical Letters.
 - c. Technical Orders.
 - d. Maintenance Handbooks.
 - e. Air Corps Catalogues and Stock Lists.
 - f. AAF Memoranda.
 - g. AAF Regulations.
- ◆ 17. He will supervise and check the use of Army Air Forces Form 41-B as follows: (Technical Order 00-20A.)
 - a. Inspect each day to check for compliance with Army Air Forces Regulation 15-41.

b. Sign exceptional release when required prior to flight as provided in Technical Order 00-20A.

c. Make frequent spot checks to insure that the record is being properly and accurately kept.

◆ 18. Unless otherwise ordered, he will be the chief inspector of the squadrons and as such is responsible for the proper performance of their duties by all inspectors assigned to the squadron.

◆ 19. He will require the proper maintenance in an up-to-date manner of the following files and regulations in his section office:

- a. Correspondence, miscellaneous.
- b. Property transaction papers.
- c. Records and reports, retained copies of.
- d. Regulations and orders:
 - (1) Circulars, Air Corps.
 - (2) AAF Regulations.
 - (3) AAF Memoranda.
 - (4) Technical Orders, Army Air Forces.
 - (5) Technical Letters, Air Corps, and blueprints pertaining thereto.
 - (6) Catalogues and stock lists which are pertinent.
 - (7) Handbooks pertaining to squadron equipment.
 - (8) Information Circulars, Air Corps.
 - (9) Squadron orders, pertaining to Engineering Section.

DAILY DUTIES:

- ◆ 1. Check status of airplanes, personally or through assistant Engineering Officer.
- ◆ 2. See that Forms 41-B are released and in proper order.
- ◆ 3. Inform Operations Officer of status of airplanes.
- ◆ 4. Test fly all airplanes requiring such flights:
 - a. Airplanes that have had mechanical difficulties or which have just undergone repair.
 - b. Airplanes received from, or being prepared for, transfer.
 - c. Airplanes coming from 50 or 100-hour inspections.
 - d. New airplanes or airplanes with new engines.
- ◆ 5. Notify communications department of frequencies desired on radios.
- ◆ 6. See that status sheets are properly filled out and sent to group headquarters. (Extreme care and caution should be used in filling out these daily reports.)
- ◆ 7. Make certain that the Form 41-B is checked weekly.
- ◆ 8. See that the accomplished Forms 1 are turned over to the Operations Officer.
- ◆ 9. See that the attached stub on the Form 1-A is sent to the Budget Office, Materiel Center, Patterson Field, Fairfield, Ohio. (Forms 1-A are filed until inspected by Field Inspector, Hq, AAF Technical Section, after which they may be destroyed.)

WEEKLY DUTIES:

- ◆ 1. See that the weekly airplane and engine report is properly filled out and sent to Group Headquarters at the proper time.

MONTHLY:

- ◆ 1. Check and see that the following reports are submitted on or by the first of each month.
 - a. Equipment not in stock.
 - b. Airplane and engine report.
 - c. Ammunition expenditure report.
 - d. Military equipment report.
- ◆ 2. See that all monthly blanket work orders are made out and signed.

NOTE:

- ◆ 1. Be sure that unsatisfactory reports are submitted on all supplies or replacements which are holding an airplane on the ground and which are not received within ten days. (AAF Reg. 15-54.) Signal property is an exception—maximum time for waiting is two weeks and then a letter will be submitted to Wing Headquarters through channels.
- ◆ 2. All information correspondence other than routine will be prepared for the Squadron Commander's signature.
- ◆ 3. The Engineering Officer, if possible, will have two assistants who will be taken from tactical flight and given additional duties as follows:
 - a. First Assistant: Supervision of maintenance of airplanes.
 - b. Second Assistant: Engineering Inspector.

Duties of the Squadron Engineering Inspector

The duties of the Squadron Engineering Inspector are primarily to check with and for the Engineering Officer to see that all technical regulations and changes have been complied with. His duties are of a constructive nature and, in general, educational for an officer being trained for the duties of an Engineering Officer. His detail is *not* for the purpose of compiling a so-called "skin list".

- ◆ 1. See that all Technical Orders are complied with as soon as practicable and that all Technical Order Files are up to date.
- ◆ 2. He should see that all Forms No. 41, or 41B, 60A, 60B, and 61 covering status of airplanes, engine, and propeller, respectively, bear current information.
- ◆ 3. The records on gasoline trucks, tugs, fire extinguishers, and the condition of the hangar and gasoline pits should be checked frequently.
- ◆ 4. He should make a visual inspection of all airplanes daily.
- ◆ 5. He checks property and forms on all airplanes transferred and received.
- ◆ 6. It is his duty to see that all parachutes are drop tested and inspected on or before due date.
- ◆ 7. It is his responsibility to see that all maintenance is kept at the highest possible standard of efficiency.

Duties of the Squadron Armament Officer

- ◆ 1. He is responsible for all armament materiel assigned to the squadron; for the storage, maintenance and care thereof in accordance with existing instructions.
- ◆ 2. He is responsible that all personnel assigned to the Armament Section are properly instructed in their duties, and will require proper performance of such duties. He should also know the abilities of his men and their standing relative for promotion when available.
- ◆ 3. He will familiarize himself with all armament equipment assigned to the squadron and with such instructions and regulations as pertain thereto.
- ◆ 4. He will make frequent tests of all armament materiel to insure that same is functioning properly. He will submit unsatisfactory reports on the malfunctioning of any equipment.
- ◆ 5. He will keep proper and accurate records of the consumption of ammunition, flares, bombs, and other armament supplies and will insure that authorized allowances are not being exceeded.
- ◆ 6. He will coordinate with the Group Operations and Group Armament Officers for the use of all ranges when required.
- ◆ 7. He will be responsible for the proper maintenance and use of such ground ordnance materiel as may be assigned for ground defense.
- ◆ 8. He is responsible that the following files are maintained and kept up to date in the Armament Section:
 - (1) Training regulations pertaining to armament equipment.
 - (2) Circulars, Air Corps, pertaining to armament equipment.
 - (3) Technical orders, AAF, Series II only.
 - (4) Technical letters, Air Corps, and blue prints in conjunction therewith, pertaining to armament equipment.
 - (5) Catalogues and stock lists, Air Corps, pertaining to armament equipment.
 - (6) Handbooks of instruction, Air Corps, pertaining to armament equipment.
 - (7) Squadron orders, pertaining to Armament Section.

Duties of the Squadron Communications Officer

GENERAL:

The Communications Officer is responsible for the proper installation, maintenance, and operation of all communications equipment assigned to the squadron, and the training of personnel in the Communications Section.

- ◆ 1. Equipment. He will authorize the drawing or requisitioning of all equipment or property required by the section from the Base Signal Supply Officer, Signal Section Air Depot, or the Squadron Supply Officer.
- ◆ 2. Inspection and Testing.
 - a. He is responsible that operating and maintenance inspections of communications equipment are made as prescribed in Circular OCAC No. 15-1, and 15-44; Technical Orders 08-5-1, and 08-5-2.

- b. He will check to determine that Technical Orders are complied with and recorded on Air Corps Form 60-A.
 - c. He will inspect for daily and preflight inspections and see that proper entry is made on Forms 1 and 44.
 - d. He will check status symbols under column No. 20, Form No. 41-B, and on reverse side of Form 1.
 - e. He will inspect radio facility charts and regional charts in each plane for latest corrections.
 - f. He will personally test both new installations and present equipment, on ground and in the air, to obtain maximum efficiency.
 - g. He will inspect at intervals to see that radio mechanics' kits and 72-hour maintenance kits are complete as prescribed in Group Memoranda and are in readiness for field duty at all times.
- ◆ 3. Records, forms, reports, etc.
 - a. He will maintain a status board in the section showing assignment and daily status of all radio equipment, airplanes, personnel, etc.
 - b. He is responsible that the following files are maintained in the Communications Section in accordance with branch issuing these instructions, such as Signal Corps or Air Corps:
 - (1) Correspondence, miscellaneous.
 - (2) Property transactions.
 - (3) Records and copies of reports.
 - (4) Regulations and orders as prescribed in Signal Operating Instructions 3-3.
 - c. Any defective or unsatisfactory equipment should be covered by an unsatisfactory report in accordance with AAF Reg. 15-54.
 - d. He will render a report of survey on any equipment or property under his control which has been damaged, destroyed, or lost.
- ◆ 4. Training and personnel.
 - a. He is responsible for the training of personnel in the section. All personnel should be thoroughly familiar with the design, maintenance and operation of all equipment.
 - b. He will see that personnel are fluent in code practice, use of panels, and in use of ground sets. (FM 24-6, FM 24-9, FM 24-10, FM 24-11, and FM 24-12.)
 - c. He will organize the personnel of the section and assign specific duties.
 - d. He should know the qualifications and duties of all the personnel in the section.
 - e. He should be familiar with the personnel of the section as pertains to their education and personal problems.
 - f. He should assist any personnel needing preparation for entry to Air Corps Technical Schools.
- ◆ 5. Cooperation with other sections.
 - a. He will confer with the Operations Officer daily in regard to the communications equipment needed for missions the following day, and will see that such equipment is in proper operating condition, especially with regard to:

- (1) Frequencies properly set.
 - (2) Ground radio set.
 - (3) Radio operators for air-ground communications.
- b. He should check to see that frequencies and call letters assigned by the Group or Wing are used.

Duties of the Squadron Supply Officer

◆ 1. The Squadron Supply Officer, under the supervision of the SQUADRON COMMANDER, is responsible for the procurement, custody and issue of all government property used by the squadron, and for the records pertaining to same. The Squadron Commander is jointly responsible and jointly pecuniarily liable with the Squadron Supply Officer for strict observance of the regulations in regard to the preservation, use and issue of government property.

◆ 2. The basic instructions for the handling of government property of all supply branches are contained in Army Regulations. In order to properly discharge his duties, the Squadron Supply Officer MUST BE THOROUGHLY FAMILIAR WITH THE PROVISIONS OF THE FOLLOWING REGULATIONS:

- a. AR 20-35 —Inspection of property for condemnation.
- b. AR 30-2135—Laundries.
- c. AR 30-2145—Unserviceable property including waste material.
- d. AR 30-3000—Clothing money allowance and price list of clothing equipage.
- e. AR 30-3010—Price list of china and glassware.
- f. AR 35-6520—Property accountability and responsibility.
- g. AR 35-6540—Requisitioning property.
- h. AR 35-6560—Receipt, shipment and issue of property.
- i. AR 35-6620—Expendable property.
- j. AR 35-6640—Lost, destroyed, damaged, and unserviceable property.
- k. AR 35-6680—Transfers of property accountability.
- l. AR 35-6720—Blank forms pertaining to property accountability.
- m. AR 245-5 —Companies (Par. 4, d, e, f, g, j, and 8 b, h, i).
- n. AR 310-60 —Tables of organization, tables of basic allowances and tables of allowances.
- o. AR 345-300—Statement of charges.
- p. AR 615-40 —Clothing accounts, allowances and dispositions.

The following references are required:

- AR 30-1620—Standard quantities of heat, light and electric power.
- AR 30-1660—Refrigeration.
- AR 30-1635—Charges for electricity and gas.
- AR 775-10 —Ammunition allowances.
- AR 850-5 —Marking of clothing, equipment, etc.
- AR 850-125—Fitting of shoes and socks.

◆ 3. From the viewpoint of the Squadron Commander there are two general classes of property, technical and non-technical. From the viewpoint of the Technical Supply Officer there are also two classes of property, Army Air Forces and other supplies.

a. Army Air Forces Property:

- (1) The Army Air Forces system of supply, insofar as stations are

concerned, is outlined in Air Corps Circular 65-5. Additional instructions are given in the 15 and 65 series of circulars. Briefly, the salient features of this system are given in the following paragraphs.

- (2) Organizations will maintain in stock at all times, all supplies and equipment, both individual and organizational, authorized and prescribed in Air Corps Table of Basic Allowances.
- (3) The Station Supply Officer will maintain and operate stock and tool rooms conveniently located for use of the squadron.
 - (a) Tools for daily use are obtained through the Group Supply Officer on Memorandum Receipt.
 - (b) Recoverable articles, such as instruments, which are issued on Stores Charge and for which a like reparable article is turned in. If no article is available for exchange, then the Stores Charge must bear a certificate showing the reason therefor.
 - (c) Expendable articles, such as repair parts, which are drawn for immediate consumption and which are dropped from the records on Stores Charge when issued.
- (4) Tools or other non-expendable government property may be issued to an enlisted man for his individual use on debit memorandum receipt. An officer is responsible for all other non-expendable property used by the personnel under his control.
- (5) The Squadron Supply Officer will keep a stock in such quantities as are required, of flying equipment consisting of helmets, goggles, parachutes, etc., for the use of the enlisted personnel and others authorized to fly who have no flying equipment regularly assigned to them.
- (6) The Supply Officer will prepare and submit all Work Order Requests and Parts Shortage Sheets for the squadron.
- (7) He will be responsible for the proper issue of gasoline and oil from the servicing trucks and will see that proper Stores Charges are prepared for all issues, same to be delivered to the Station Supply Officer. He will exercise particular care to see that no gasoline or oil is diverted from the trucks for unauthorized use.

b. Other Property:

- (1) Property, other than Air Corps, includes that of the following supply branches, namely, QUARTERMASTER, ORDNANCE, ENGINEER CORPS, SIGNAL CORPS, and MEDICAL. These classes of supplies may be obtained either from the Group Supply Officer or from the various station Supply Officers as may be directed locally.
- (2) Separate requisitions will be prepared for property of different supply branches.
- (3) Requisitions are normally submitted about fifteen days before the end of each quarter for supplies required for the following quarter. Special requisitions may be submitted as needed and in accordance with local instructions. The following special forms for requisitions are provided:

QMC Form

- 409 and 410—Clothing in bulk.
- 411—Brooms, brushes, etc.
- 412—Stationery and office supplies.
- 413—Cleaning and preserving materials.
- 414—China and glassware.

- (4) All property obtained from the above supply branches is issued on memorandum receipt unless same has been declared expendable by the Chief of the Supply Branch making the issue. Exceptions are: Clothing which is chargeable to the individual soldier on Form 32 and quarterly allowance of supplies covered by QMC Forms 411 to 414 inclusive.
- (5) QMC Form No. 35 is used for making requisition for and issue to the individual enlisted man of clothing.
- (6) Issues of equipment and special clothing will be made to the individual soldier on QMC Form No. 33. When such clothing or equipment is turned in, credit will be given on this form.
- (7) With respect to the issue of clothing to enlisted men, the Squadron Supply Officer will:
 - (a) Witness the issue and receipt of all clothing issued on Form 35, and inspect same for quantity, quality, and fit.
 - (b) Inspect all supplies and equipment issued to the squadron in bulk to insure the proper quantity and quality.
 - (c) Check all property belonging to individuals which is turned in to the supply room for safe keeping.
 - (d) Make a frequent check of clothing and equipment issued on QMC Form 33, with particular attention to quantity and condition.
 - (e) Make a quarterly check of all quartermaster clothing issued on QMC Form 32, with particular attention to quantity and condition.
- (8) The Squadron Supply Officer will maintain the Individual Clothing Record required by AR 615-40.
- (9) The Supply Officer will check, *at least once each month*, all Squadron Ordnance Property by serial number. He will be responsible that such other steps are taken to insure the security and preservation of this property as are required by AR 45-80.

◆ 4. The Squadron Supply Officer is responsible for the proper disposition of lost, damaged, destroyed, or unserviceable property. This will be accomplished briefly as follows:

a. If the fault or loss is acknowledged by an individual, a charge will be made on a Statement of Charges and the money value deducted from the next pay roll. A Statement of Charges is a valid voucher upon which the Supply Officer may obtain credit for the items listed.

b. If the article in question has been worn out through fair wear and tear in the government service, same may normally be turned in to the proper supply agency with a certificate to that effect, and a like serviceable article will

be issued in return. If this procedure is not followed, then the items worn out through fair wear and tear are listed on an Inventory and Inspection Report and submitted for the action of an inspector.

c. If the property in question is lost or rendered unserviceable other than by fair wear and tear, it will be listed on Report of Survey for the action of a Surveying Officer. Reports of Survey must be initiated promptly and in case of a delay of more than thirty days, explanation must be made of the reason for the delay. Only one class of property will be included on each survey and a brief statement will be given to explain the reason for survey. Report of Survey is used for disposal of clothing shortage of a deserter and for all airplanes and engines damaged beyond economical repair.

◆ 5. The Squadron Supply Officer is responsible for the maintenance in an up-to-date manner of the following files:

- a. Correspondence, miscellaneous.
- b. Records and reports, retained copies of:
 - (1) Requisitions.
 - (2) Shipping tickets.
 - (3) Tally sheets.
 - (4) Memorandum receipts.
 - (5) Stores Charges, gasoline and oil.
 - (6) Individual equipment record.
 - (7) Reports of Survey.
 - (8) Inventory and inspection reports.
 - (9) Statements of Charges.
 - (10) Certificates of unserviceable property.
 - (11) Certificates of expendable property.
 - (12) Work order requests.
 - (13) Parts shortage sheets.
 - (14) Individual clothing credit record.
 - (15) Individual Clothing Slip (QMC Form No. 35).
- c. Regulations and orders:
 - (1) Army Regulations.
 - (2) Circulars, War Department.
 - (3) Circulars, Air Corps.
 - (4) Technical Orders, Army Air Forces.
 - (5) Technical Letters, Air Corps.
 - (6) Catalogues and Stock Lists, Air Corps.
 - (7) Handbooks of instruction.
 - (8) Special Orders, Group or Post.
 - (9) Special Orders, squadron, pertaining to Supply Section.
 - (10) Tables of Basic Allowances, Air Corps.
 - (11) Circulars, OQMG.
 - (12) TB/A No. 21.
 - (13) T/A No. 20.
 - (14) Organization Equipment Lists (when applicable).
 - (15) Signal Corps General Catalogue.
 - (16) SNL, Ordnance Catalogue.

Insufficient copies are authorized for most of the publications listed in paragraph 5c to maintain files in Squadron Supply Rooms and Squadron Orderly Rooms. See AR 310-200, paragraph 8c, for distribution.

Duties of the Technical Supply Officer

- ◆ 1. The Technical Supply Officer will do the following:
 - a. Sign for all government property assigned to the department on Memorandum Receipt (Form No. 99). This requires a count of tools in hand and those signed for by individuals to insure of no shortage.
 - b. Read AC Circular 65-5, and additional instructions found in the 65 and 15 series.
 - c. Familiarize himself with, and check the files showing disposition of accountable property.
 - d. Acquaint himself with the method of obtaining and distributing expendable, recoverable and non-expendable property by use of (AC Form 81) the distributing point at the squadron.
 - e. Familiarize himself with and check the contents and uses of the flight, squadron, crash (AC Circular 130-5), and D. P. Kit.
 - f. Familiarize himself with the disposition of tools and other government non-expendable property as issued in kits (armament, radio, crew chief, mechanic, etc.) to the individual mechanic on debit memorandum receipt.
 - g. Familiarize himself with the methods of salvaging, exchanging, and replacement of equipment by use of AAF Forms 49, 50, 81, and 249 and Stores Credit Form 82.
 - h. Investigate any current changes as to modification of tools or equipment, due to use of new type airplanes which may be pending.
 - i. Make a physical check of all property he holds on Memorandum Receipt every six months or more often if deemed necessary or ordered by higher authority. (See AR 35-6620.)

INSPECTION CHECK LIST:

- ◆ 1. Are the Squadron Flight and Crash Kits full and up to date?
- ◆ 2. Do you know why any article may not be in stock?
- ◆ 3. What shortages exist in non-expendable property?
- ◆ 4. When was the last inventory made? Within one month?
- ◆ 5. When were the mechanics' kits checked for completeness?
- ◆ 6. Can you determine the proper nomenclature for any given part?

Duties of the Chemical Warfare Officer

- ◆ 1. He will familiarize himself with existing equipment assigned to the organization for chemical warfare.
- ◆ 2. He will read and understand the six volumes of the Chemical Warfare School and the following subjects:

- a. Chemical Warfare Basic Field Manual.
- b. Chemical Warfare Training Memorandum.
- c. Local Air Base Defense Plan.
- d. GHQ Memorandum 21-22.
- e. Training Memorandum 85-3 (4th Air Force) 10 Feb 1942.

- ◆ 3. He will coordinate his training with the Group Chemical Warfare training.
- ◆ 4. He will make certain the following details are taken care of:
 - a. All personnel have proper size gas mask in serviceable condition.
 - b. All personnel are instructed in proper use of gas mask.
 - c. All personnel are familiar with first aid in order that they may apply correct treatment to gas casualties in the field.
 - d. All personnel understand gas defense equipment to protect themselves properly in case of gas attack.
 - e. All personnel know enough about chemical warfare to eliminate undue fear.
 - f. Has sufficient chemical warfare instruction been given which will make combat efficiency of all personnel remain high if faced with chemical situation?
 - g. All personnel familiar with gas alarm system?
 - h. Has the chemical de-contamination unit been organized and properly instructed?
 - i. Have personnel been instructed in duties as gas sentries?
 - j. Have all personnel been properly instructed in method of proceeding through contaminated area if necessary and the importance of avoiding contaminated areas if possible?
 - k. Have all personnel been instructed in method of identifying chemical agents?
 - l. Arrange schedules and see that all personnel have their required practice during the month in wearing gas mask while at work.

Duties of the Transportation Officer

The Transportation Officer is charged with the transportation of personnel and material of his squadron. Specific suggestions to aid him in the efficient operation of his office are listed below.

- ◆ 1. He will obtain trucks and reconnaissance cars through the Group Adjutant.
- ◆ 2. He will have each section in the squadron submit a list of 72-hour kits and equipment which will be taken on movements, camps, and maneuvers, showing the exact amount of weight in pounds and amount of space in cubic feet that each section's property will need. With this information he will make up a loading list to facilitate rapid and accurate loading both for trucks and for airplanes.
- ◆ 3. He will be present when trucks are loaded, checking each item as it is loaded.
- ◆ 4. Before any movement by trucks, he will determine the proper route by maps and investigate facilities for gas and oil along this route.

- ◆ 5. When in camp he will, in accordance with orders of the Squadron Commander, assign trucks and drivers to various duties as is necessary, i.e., mess truck, crash truck, etc.
- ◆ 6. He will sign all trip tickets after assuring himself that the truck was used for the purpose indicated on the trip ticket and that the mileage was not excessive.
- ◆ 7. He will take proper steps to see that the trucks are not mistreated while in his charge and that all equipment is kept in working condition by performing the proper maintenance work.
- ◆ 8. He will work in coordination with the Squadron Adjutant at all times in regard to personnel movements.
- ◆ 9. He will assure himself that all drivers of government vehicles are licensed government drivers.
- ◆ 10. The Transportation Officer should prepare his work so that when a movement involving the squadron comes up he will have all the essential information at hand for immediate reference. Otherwise, he will find that his work coming all at once, is too much to handle efficiently. The answer is to prepare for the emergency before it arises. For this reason it is suggested that the Transportation Officer hold a "Dry Run" on loading.
- ◆ 11. Actually load the trucks with all 72-hour equipment, etc., and drive the trucks around the post checking to see that all loads are riding properly and that nothing is in danger of being damaged. This will also train the various sections in packing and loading their equipment. Perform this maneuver also at night.

CHECK LIST:

- ◆ 1. Are all trucks loaded with proper weight allowances?
- ◆ 2. Is all baggage secured so that it will not be lost or damaged while en route? Was each item checked when being loaded?
- ◆ 3. Are all drivers licensed government drivers?
- ◆ 4. Has the best available route been selected and refueling points designated along the route?
- ◆ 5. Has a motorcycle escort been appointed by the transportation section—group or base—to lead the truck train through traffic in cities?

WAR DEPARTMENT CORRESPONDENCE FILE

Brief description of the system for filing correspondence, prescribed for use of the Military Establishment by order of the Secretary of War on 1 May 1918.

- ◆ 1. *Headquarters of Regiments and larger organizations, and offices of Staff Officers and Staff Departments.* In order to secure uniformity in filing correspondence, a system was prescribed by the Secretary of War for use in all the larger offices of the War Department. This system (sometimes called the decimal filing system) is published by the Adjutant General in a book (War Department Correspondence File, Revised Edition) which may be obtained by requisition from The Adjutant General or can be purchased from the Superintendent of Documents, Government Printing Office, Washington, D. C.
- ◆ 2. *Organizations less than a regiment* (or similar organizations, such as an Army Air Forces Group, an Ammunition Train, a Remount Depot, a Harbor Defense, etc.) file their correspondence as prescribed in AR 345-620 in a numerical document file. These documents are indexed in a "correspondence book" (WD, AGO Form No. 8).
- ◆ 3. *The Decimal File System.* The decimal filing system has been constructed to represent a general subject index to the files of each War Department office.
 - a. The subject matter of the paper itself determines the classification thereof (that is to say, its file number) and therefore its location in the file.
 - b. The nine general classes of the War Department correspondence file are as follows:
 - Class 000—General.
 - Class 100—Finance and accounting.
 - Class 200—Personnel.
 - Class 300—Administration.
 - Class 400—Supplies and equipment.
 - Class 500—Transportation.
 - Class 600—Buildings and grounds.
 - Class 700—Medicine, hygiene, and sanitation.
 - Class 800—Rivers and harbors.
 - c. The use of any or all classes is not restricted to any office, or division thereof, in which the system is authorized or prescribed, and no attempt should be made by any office to confine the classification of its correspondence to any one class to the exclusion of the other eight.
 - d. Unless the individual who is to determine the classification to be assigned to a particular paper understands the subjects presented therein and is

schooled in the procedure of assigning classifications, he will not be able to operate the system intelligently and any attempt to assign classifications under such conditions will result in the filing of records under erroneous classifications. To obviate the possibility of such confusion, officers and clerks charged with the operation of this system should make a careful study of the principles and procedure of operation explained in the above book.

e. The method of numbering and arranging the subjects in the War Department Correspondence File is based upon the Dewey Decimal System of Library Classification. Each of the above nine general classes of War Department Correspondence is divided into not more than ten sub-classes, represented by the Arabic numerals 0 to 9, both inclusive. These ten sub-classes are again divided into not more than ten sub-classes. In turn these are each divided into ten more divisions and so on. The numbers representing the main classes in this volume are expressed in numbers of three digits, as shown above in sub-paragraph 3 *b*. The first digit to the main class, and the third digit a division of the sub-class. After the subdivision of these numbers as hereinbefore provided has been exhausted, further subdivision is effected by annexing additional digits to each number, separated therefrom by a decimal point. Therefore each digit added to the right of the number represents a subdivision of the subject represented by all the digits on the left. General subjects have first been treated and then the detailed features thereof, derived in sequence as sub-classes, divisions, and subdivisions.

f. When the subject has been subdivided as far as possible and it is foreseen that the correspondence under that particular subdivision will be quite voluminous, resort may then be had to alphabetical, geographical, or chronological subdivision of that classification. The best example of this is the matter of personnel. All correspondence primarily pertaining to persons (which belongs to the general classification 200) is divided into 8 sub-classes:

General	200
Commissioned Officers	210
Enlisted	220
Civilian Employees	230
Pay and Allowances	240
Discipline	250
Pensions	260
Miscellaneous	290

The foregoing are used for the purpose of filing correspondence on the above subjects pertaining to military personnel in general, or to groups of persons. For numerous reasons it has been found advisable to file all records pertaining to individuals under a single heading (number 210—personal records).

g. To avoid confusion which would occur where all papers pertaining to all individuals of a large organization filed in a drawer chronologically, it has been found expedient to segregate the papers pertaining to each individual in a folder marked with his name, and to arrange these folders in alphabetical order.

h. The subject "Aircraft and Aeronautical Supplies and Equipment"—432—has but fifteen numbers into which it may be subdivided. In the Materiel Division, OCAC, Dayton, Ohio, the amount of correspondence under any one of these subdivisions fills several file cases. In order to avoid delay in locating papers, all correspondence on these subjects is segregated by stations to

which they pertain, and the stations are arranged in the file alphabetically. Correspondence of each of these stations, on each subject, is filed chronologically; the more recent correspondence on top. In this way, the file clerk, knowing the subject (and therefore the file number), the station to which the matter pertains, and the approximate date of the correspondence, can in a few minutes pick from several tons of papers the particular sheet of correspondence desired. If any one of these items of information be not known to the file clerk, a longer search is necessary to find the paper but it can be found in a relatively short time.

i. From the foregoing it is seen that any subject of the Decimal File may be (and frequently is) subdivided alphabetically, geographically, or chronologically; or a combination of any or all of these may be used to further subdivide any subject.

